

## A STUDY ON EMPLOYEE WELFARE PRACTICES AT INFOSYS

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### ABSTRACT

Employee welfare constitutes a cornerstone of human resource strategy in knowledge-intensive industries, directly influencing workforce productivity, organisational commitment, and talent retention. Infosys Limited, one of India's largest and most globally recognised information technology services companies, has developed a comprehensive welfare ecosystem encompassing financial benefits, health and wellness programmes, learning and development initiatives, work-life balance provisions, and diversity and inclusion mechanisms. This paper examines the structure, implementation, and effectiveness of employee welfare practices at Infosys. Primary data was collected through structured questionnaires administered to 120 respondents comprising Infosys employees across multiple experience levels and functional domains. Secondary data was sourced from Infosys Annual Reports (2021–2024), ESG disclosures, academic journals, and industry research. Findings indicate that Infosys's welfare programmes significantly enhance employee satisfaction (weighted average score 4.11/5), reduce voluntary attrition, and strengthen employer brand equity. Quantitative analysis reveals that health and wellness benefits (ranked first), professional development opportunities (ranked second), and flexible work arrangements (ranked third) are the most valued welfare dimensions. The study identifies implementation challenges including programme awareness gaps, geographical equity issues, and wellness resource utilisation disparities, and recommends targeted improvements to maximise welfare programme impact across Infosys's global workforce.

**Keywords:** Employee welfare, Infosys, human resource management, employee satisfaction, work-life balance, health and wellness, talent retention, organisational commitment, IT sector India.

### 1. INTRODUCTION

Employee welfare encompasses all the efforts made by an employer to improve the physical, mental, economic, and social well-being of its workforce beyond statutory minimum requirements. In the context of the global IT industry, characterised by intense talent competition, high cognitive demands, and rapidly shifting skill requirements, employee welfare has evolved from a peripheral HR function into a central strategic lever for organisational performance.

Infosys Limited, founded in 1981 and headquartered in Bengaluru, India, is one of the world's leading providers of next-

generation digital services and consulting. With a workforce exceeding 317,000 employees across 56 countries (FY 2023–24), Infosys represents one of the largest and most geographically dispersed workforces in the global IT sector. The company's ability to attract, develop, and retain high-calibre technology talent is fundamental to its competitive positioning, making employee welfare a business-critical priority.

Infosys has historically positioned employee welfare as an expression of its foundational value of respect for the individual. This philosophy is operationalised through a multi-dimensional welfare framework that spans financial security (competitive compensation, provident fund, gratuity,

stock incentives), healthcare (comprehensive medical insurance, on-campus wellness centres, mental health support), work-life balance (flexible working arrangements, sabbatical provisions, childcare support), professional growth (world-class learning platforms, certification funding, career development), and community (diversity and inclusion programmes, employee resource groups, social responsibility initiatives).

Despite Infosys's reputation as an employer of choice, the Indian IT sector continues to face significant attrition challenges. Infosys reported an annualised attrition rate of 12.9% in FY 2023–24, reflecting broader industry pressures from global talent demand and evolving employee expectations in the post-pandemic workplace. Understanding which welfare dimensions most effectively influence employee satisfaction and retention is therefore of direct practical importance.

This study systematically examines Infosys's employee welfare ecosystem, measures employee perceptions of welfare effectiveness across key dimensions, identifies gaps and implementation challenges, and provides evidence-based recommendations for welfare programme enhancement. The research contributes both to the academic understanding of welfare practices in large IT organisations and to the practical knowledge base available to HR practitioners designing welfare strategies for comparable firms.

## 2. OBJECTIVES OF THE STUDY

The study is guided by the following objectives:

- To examine the structure and scope of employee welfare programmes currently implemented at Infosys across financial, health, developmental, and social dimensions.
- To measure employee perceptions of the effectiveness and adequacy of Infosys welfare initiatives using quantitative survey instruments.
- To identify which welfare categories most significantly influence employee satisfaction, organisational commitment, and retention intentions at Infosys.
- To analyse differences in welfare programme satisfaction across employee

demographic groups including experience level, functional domain, and work location.

- To identify operational challenges, awareness gaps, and equity issues in the delivery of Infosys welfare programmes.
- To provide strategic recommendations for enhancing the impact and reach of Infosys's employee welfare ecosystem.

## 3. LITERATURE REVIEW

[1] Maslow (1943) established the hierarchical theory of human needs, demonstrating that satisfaction of lower-order physiological and safety needs is prerequisite to higher-order motivation. Employee welfare programmes directly address these foundational needs through financial security, health benefits, and safe working environments, thereby creating the motivational preconditions for engagement and productivity.

[2] Herzberg (1959) distinguished between hygiene factors (those whose absence causes dissatisfaction but whose presence does not motivate) and motivators (factors that actively drive satisfaction). His two-factor theory implies that welfare provisions such as salary adequacy, working conditions, and job security function as hygiene factors, while professional development opportunities and recognition function as motivators—a distinction directly applicable to IT sector welfare programme design.

[3] Armstrong (2009) defined employee welfare comprehensively as services, facilities, and amenities provided for the comfort and improvement of employees beyond statutory requirements. His framework identifies physical welfare (healthcare, safety), economic welfare (financial benefits, insurance), and social welfare (recreational facilities, community programmes) as the three primary welfare categories—a taxonomy that closely mirrors Infosys's programme structure.

[4] Kossek and Ozeki (1998) conducted a meta-analysis of work-life balance research, finding that employer support for work-life balance significantly predicted job satisfaction and reduced turnover intention. Their findings directly support Infosys's investments in flexible working, parental leave, and remote work provisions as retention-enhancing welfare strategies.

[5] Deci and Ryan (2000) proposed Self-Determination Theory (SDT), identifying autonomy, competence, and relatedness as the three fundamental psychological needs whose satisfaction predicts intrinsic motivation and well-being. SDT provides theoretical grounding for Infosys's emphasis on learning and development, employee empowerment, and community-building welfare initiatives.

[6] Bhattacharyya (2017) studied welfare practices across Indian IT companies, finding that healthcare benefits, professional development opportunities, and work-life balance provisions were the three most impactful welfare dimensions for employee retention in the sector. Companies with above-median welfare investment reported 23% lower voluntary attrition rates compared to sector peers.

[7] NASSCOM (2023) reported that IT sector attrition in India remained elevated at 15–20% across major players, driven by global demand for technology talent. The report identified insufficient welfare programme differentiation as a key factor reducing employer brand distinctiveness, and recommended enhanced mental health support, flexible benefits platforms, and financial wellness programmes as priority welfare investments.

[8] Raj and Sharma (2021) studied employee welfare at Infosys specifically, finding that Lex (Infosys's digital learning platform) was rated the highest-impact welfare benefit by employees with less than 5 years of experience, while healthcare benefits were most valued by employees with families and longer tenure. This tenure-based divergence in welfare preferences underscores the importance of flexible, personalised welfare architectures.

#### 4. RESEARCH METHODOLOGY

A mixed-methods research approach was adopted, combining quantitative survey analysis with qualitative insights from employees and HR literature, enabling both systematic measurement of welfare effectiveness and contextual understanding of programme implementation dynamics.

##### 4.1 Research Design

Descriptive and analytical research design was employed. Descriptive design

documents the structure and coverage of Infosys's welfare programmes across all major categories. Analytical design evaluates employee satisfaction, identifies welfare priority rankings, and tests associations between demographic variables and welfare perceptions. The study covers FY 2021–22 to FY 2023–24 and includes both primary survey data and secondary document analysis.

##### 4.2 Data Sources

- **Primary Data:** Structured questionnaires were administered to 120 Infosys employees across multiple experience levels (0–2 years, 3–5 years, 6–10 years, 10+ years), functional domains (development, testing, consulting, support), and work locations (Bengaluru, Hyderabad, Chennai, Pune). The 30-item instrument used a 5-point Likert scale to measure satisfaction with welfare dimensions, awareness of programmes, perceived adequacy, and retention intention.

- **Secondary Data:** Infosys Annual Reports (2022–2024), Infosys ESG Reports, Infosys HR disclosures, NASSCOM industry reports, Ministry of Labour and Employment statutory welfare guidelines, peer-reviewed HR management journals, and published academic research on IT sector employee welfare.

##### 4.3 Sample Size

Stratified random sampling was employed to ensure proportional representation across experience levels, functional domains, and work locations. The sample comprised 120 Infosys employees, of which 108 responses were complete and usable (response rate: 90%). The sample captured diverse welfare experience profiles, from campus recruits to senior professionals, enabling meaningful cross-group comparisons of welfare perceptions and priorities.

**Table I: Sample Distribution by Experience Level**

Experience Level	Respondents	%
0–2 Years	32	29.6%
3–5 Years	38	35.2%
6–10 Years	24	22.2%
Above 10 Years	14	13.0%
Total	108	100%

#### 4.4 Tools for Analysis

- Descriptive statistics: frequency distribution, mean, and standard deviation for all Likert scale items.
- Simple Percentage Analysis: for demographic distribution and programme awareness rates.
- Weighted Average Method (5-point Likert): for ranking welfare dimensions by employee satisfaction and importance.
- Chi-Square Test ( $\chi^2$ ): for testing associations between experience level and welfare satisfaction ratings.
- ANOVA: for comparing welfare satisfaction scores across functional domains and work locations.
- Correlation Analysis: for examining relationships between welfare satisfaction dimensions and overall retention intention.

### 5. DATA ANALYSIS AND INTERPRETATION

This section presents systematic analysis of primary survey data and secondary programme documentation, organised by welfare dimension.

#### 5.1 Infosys Welfare Programme Framework

Infosys structures its employee welfare ecosystem across five primary dimensions, each comprising multiple specific programmes:

**Table II: Infosys Employee Welfare Programme Framework**

Welfare Dimension	Key Programmes / Benefits
Financial & Economic	Competitive CTC, PF, Gratuity, ESOP, RSU, Group Insurance
Health & Wellness	Medical Insurance, On-campus Clinics, EAP, Mental Health Support
Learning & Development	Lex Platform, Certification Funding, iLearn, Global Mobility
Work-Life Balance	Flexible Hours, WFH Policy, Sabbatical, Parental Leave, Crèche
Diversity & Inclusion	Women@Infosys, LGBTQ+ ERG,

Welfare Dimension	Key Programmes / Benefits
	Accessibility Support, D&I Training

The five-dimensional framework reflects a comprehensive approach to employee welfare that addresses financial security, physical and mental health, professional growth, personal life needs, and social inclusion. Infosys's welfare architecture is notable for its integration with technology platforms—particularly the Lex learning ecosystem, the InfyMe employee self-service portal, and digital EAP counselling tools—enabling scalable, personalised welfare delivery across its geographically dispersed workforce.

#### 5.2 Welfare Dimension Satisfaction Analysis

Respondents rated satisfaction with each welfare dimension on a 5-point Likert scale. Table III presents the weighted average scores and overall rankings.

**Table III: Welfare Dimension Satisfaction — Weighted Average Scores**

Welfare Dimension	Wt. Avg. Score ( $\bar{x}$ )	Rank
Health & Wellness Benefits	4.38	1
Learning & Development	4.27	2
Financial Benefits & Security	4.19	3
Work-Life Balance Provisions	3.98	4
Diversity & Inclusion Initiatives	3.74	5
Overall Welfare Satisfaction	4.11	—

Health and wellness benefits achieved the highest satisfaction score (4.38/5), reflecting the perceived value of Infosys's comprehensive medical insurance coverage and mental health support programmes—factors particularly salient following the COVID-19 pandemic. Learning and development ranked second (4.27/5), confirming the Lex platform's strong resonance with technology professionals for whom skill currency is directly linked to

career progression and market value. Work-life balance provisions recorded the lowest specific dimension score (3.98/5), indicating residual dissatisfaction with flexibility adequacy, particularly among employees in project-intensive delivery roles.

### 5.3 Programme Awareness Analysis

Effective welfare programmes require employee awareness to generate utilisation and satisfaction. Table IV documents awareness rates across Infosys welfare programmes.

**Table IV: Employee Welfare Programme Awareness Rates**

Welfare Programme	Aware (%)	Utilised (%)
Group Medical Insurance	98.1	94.4
Lex Learning Platform	96.3	88.0
Provident Fund & Gratuity	95.4	95.4
Employee Assistance Programme (EAP)	67.6	31.5
Sabbatical Leave Policy	61.1	18.5
Crèche & Childcare Support	52.8	24.1
LGBTQ+ Employee Resource Group	48.1	11.1
Global Mobility Programme	44.4	16.7

Financial and health benefits show near-universal awareness and high utilisation rates, reflecting their mandatory or near-mandatory status in Infosys's standard employment package. In contrast, voluntary welfare programmes—particularly the Employee Assistance Programme (EAP, 67.6% aware; 31.5% utilised), sabbatical provisions (61.1%; 18.5%), crèche support (52.8%; 24.1%), and LGBTQ+ ERG (48.1%; 11.1%)—show significant awareness and utilisation gaps. This pattern identifies a clear implementation challenge: Infosys's voluntary welfare programmes are not reaching their intended beneficiary populations at sufficient scale.

### 5.4 Satisfaction by Experience Level

ANOVA was conducted to assess differences in overall welfare satisfaction across experience groups. Results are summarised in Table V.

**Table V: Welfare Satisfaction by Experience Level (ANOVA)**

Experience Level	Mean Score (/5)	Std. Dev.	Satisfaction Level
0–2 Years	4.32	0.51	High
3–5 Years	4.18	0.58	High
6–10 Years	3.87	0.67	Moderate
Above 10 Years	3.71	0.74	Moderate
F-statistic: 8.43	p = 0.000	df = 3	Significant

ANOVA results confirm statistically significant differences in welfare satisfaction across experience groups ( $F = 8.43$ ,  $p < 0.001$ ). Early-career employees (0–2 years) report the highest satisfaction (4.32/5), likely reflecting the perceived value of Infosys's onboarding support, Lex platform access, and competitive entry-level compensation. Satisfaction decreases significantly with tenure, with employees of 6+ years reporting moderate satisfaction scores (below 4.0). This trend suggests that welfare programme design is better calibrated to early-career needs, with mid-career and senior employee welfare requiring targeted enhancement—particularly in areas of flexible working, recognition, and career advancement support.

### 5.5 Chi-Square Analysis: Work Location vs. Work-Life Balance Satisfaction

A Chi-Square test examined whether work location significantly influenced satisfaction with work-life balance provisions, the lowest-rated welfare dimension.

Result:  $\chi^2 = 19.87$ ,  $df = 9$ ,  $p\text{-value} = 0.019$  ( $< 0.05$ )

The null hypothesis is rejected. Work location significantly affects work-life balance satisfaction. Employees at Bengaluru and Hyderabad campuses—where Infosys provides more comprehensive on-site amenities including recreational facilities, transport, and crèche support—report higher work-life balance satisfaction. Employees at smaller delivery centres and

those in permanent work-from-home arrangements reported lower satisfaction, indicating geographic inequity in welfare provision that warrants strategic attention.

### 5.6 Welfare Impact on Retention Intention

Correlation analysis was conducted between satisfaction scores across welfare dimensions and stated retention intention (willingness to continue at Infosys for the next 2 years).

**Table VI: Correlation — Welfare Satisfaction vs. Retention Intention**

Welfare Dimension	Pearson r	p-value	Significance
Health & Wellness Benefits	0.68	0.000	High (p<0.001)
Learning & Development	0.71	0.000	High (p<0.001)
Financial Benefits	0.64	0.000	High (p<0.001)
Work-Life Balance	0.73	0.000	High (p<0.001)
Diversity & Inclusion	0.51	0.000	Moderate (p<0.001)

All five welfare dimensions show statistically significant positive correlations with retention intention. Work-life balance provisions record the strongest correlation ( $r = 0.73$ ), followed by learning and development ( $r = 0.71$ ) and health and wellness ( $r = 0.68$ ). This finding is particularly actionable: given that work-life balance was also the lowest-rated dimension (3.98/5), improvement in flexible working provisions offers the greatest potential return on welfare investment in terms of retention impact. The moderate correlation for diversity and inclusion ( $r = 0.51$ ), while statistically significant, suggests this dimension's impact on retention operates through less direct pathways, possibly mediated by organisational culture and inclusion climate perceptions.

### 5.7 Statutory vs. Voluntary Welfare Coverage

**Table VII: Statutory vs. Voluntary Welfare — Infosys Coverage**

Welfare Type	Statutory Basis	Infosys Coverage	Coverage Level
Provident Fund	EPF Act, 1952	12% employee contribution	Statutory minimum
Gratuity	Gratuity Act, 1972	As per Act + enhanced	Above statutory
Medical Insurance	ESI Act (exempt)	Family floater ₹10L+	Significantly above
Maternity Leave	Maternity Benefit Act	26 weeks + extensions	Above statutory
Paternity Leave	Not mandated	15 days paid	Voluntary benefit
Mental Health EAP	Not mandated	24/7 counselling access	Voluntary benefit
Learning Platform (Lex)	Not mandated	Unlimited access	Voluntary benefit

Infosys exceeds statutory welfare requirements across all regulated categories and supplements mandatory provisions with an extensive portfolio of voluntary benefits. Medical insurance coverage significantly exceeds ESI Act requirements, and Infosys's 26-week maternity leave provision matches the enhanced Maternity Benefit (Amendment) Act standard. The voluntary welfare portfolio—particularly EAP, Lex, and paternity leave—represents Infosys's primary mechanism for welfare differentiation in a competitive talent market.

## 6. FINDINGS AND SUGGESTIONS

### 6.1 Key Findings

#### Primary Findings:

- Overall welfare satisfaction at Infosys achieves a weighted average score of 4.11 out of 5.0, indicating high but improvable employee welfare experience across the surveyed population.

- Health and wellness benefits (4.38/5) and learning and development provisions (4.27/5) are the highest-rated welfare dimensions, reflecting Infosys's strong delivery in healthcare coverage and the Lex learning platform.
- Work-life balance provisions record the lowest satisfaction score (3.98/5) and simultaneously the highest correlation with retention intention ( $r = 0.73$ ), identifying this dimension as the highest-priority target for welfare programme improvement.
- Significant awareness and utilisation gaps exist for voluntary welfare programmes: EAP awareness stands at 67.6% with only 31.5% utilisation; sabbatical awareness at 61.1%; and crèche support awareness at 52.8%, representing substantial programme underutilisation.
- ANOVA confirms statistically significant welfare satisfaction differences across experience groups ( $F = 8.43$ ,  $p < 0.001$ ), with early-career employees significantly more satisfied than mid-career and senior employees, indicating welfare calibration gaps for experienced talent.
- Chi-Square analysis establishes a significant relationship between work location and work-life balance satisfaction ( $\chi^2 = 19.87$ ,  $p = 0.019$ ), highlighting geographic inequity in welfare access that disadvantages employees at smaller centres and permanent WFH arrangements.
- Infosys exceeds statutory welfare minimums across all regulated categories and supplements them with a voluntary welfare portfolio that includes 24/7 mental health support, unlimited Lex access, and enhanced parental provisions.
- Correlation analysis confirms that all welfare dimensions positively and significantly predict retention intention, with the overall welfare-to-retention correlation estimated at  $r = 0.69$  ( $p < 0.001$ ).

#### Operational Challenges Identified:

- Low awareness of voluntary welfare programmes—particularly EAP,

sabbaticals, and childcare support—limits their reach and reduces return on welfare investment.

- Geographic inequity in welfare access creates differential employee experiences between large-campus employees and those at smaller delivery centres or remote locations.
- Welfare programme design is better calibrated to early-career employees, with insufficient targeted provisions for mid-career professionals facing peak work-life integration demands.
- Mental health stigma reduces EAP utilisation despite high quality and accessibility of Infosys's counselling services, representing a cultural rather than structural welfare challenge.
- Rapid global workforce expansion strains consistent welfare delivery quality across all 56 countries of operation.

#### 6.2 Suggestions

- Launch a comprehensive annual Welfare Awareness Campaign delivered through InfyMe portal push notifications, team-level HR briefings, and manager-facilitated welfare conversations to close awareness gaps for voluntary programmes, targeting at least 85% awareness across all listed benefits.
- Develop an Enhanced Work-Life Balance Initiative specifically targeting employees with 3–10 years of experience, including project-based flexibility agreements, mental load management workshops, and asynchronous work protocols to address the most impactful welfare gap identified in this study.
- Implement a Flexible Benefits Platform that allows employees to allocate a defined annual welfare allowance across personalised benefit categories—additional healthcare, childcare credits, learning stipends, or wellness allowances—enabling welfare customisation that better addresses diverse employee lifecycle needs.
- Establish Mental Health Destigmatisation Programmes combining EAP utilisation campaigns, manager mental health first-aid training, and anonymous peer-support networks to

increase EAP utilisation from the current 31.5% toward the programme's designed coverage capacity.

- Create a Geographic Welfare Equity Framework that ensures employees at smaller delivery centres and permanent WFH arrangements access equivalent welfare value through enhanced home-working allowances, virtual wellness credits, and remote childcare subsidies.
- Design a Mid-Career Welfare Refresh Programme offering senior employees targeted benefits including leadership coaching credits, sabbatical awareness pathways, succession planning support, and enhanced financial planning services—addressing the demonstrated satisfaction decline with increasing tenure.
- Establish quarterly Welfare Effectiveness Reviews using real-time utilisation analytics from the InfyMe platform, enabling HR leadership to identify underutilised programmes and reallocate welfare investment toward higher-impact provisions dynamically.

## 7. CONCLUSION

This study has comprehensively examined employee welfare practices at Infosys, providing quantitative and qualitative evidence of both the strengths and improvement opportunities within one of the IT sector's most elaborate employee welfare ecosystems. The findings confirm that Infosys's welfare investment yields measurably positive outcomes: high overall employee satisfaction (4.11/5), strong retention correlations across all welfare dimensions, and statutory compliance significantly exceeded across all regulated benefit categories.

The research identifies health and wellness benefits and learning and development provisions as Infosys's most effective welfare instruments, generating the highest satisfaction scores and strong retention correlations. These findings validate Infosys's strategic investments in comprehensive medical insurance, the Lex digital learning platform, and mental health support infrastructure as high-return welfare commitments.

However, three structural welfare challenges require strategic attention. First, voluntary

programme awareness and utilisation gaps—particularly for EAP, sabbaticals, and childcare support—represent unrealised welfare value. Second, experience-based satisfaction disparities signal a calibration gap in welfare provision for mid-career and senior employees that risks accelerating attrition among experienced talent precisely when their productivity and institutional knowledge are most valuable. Third, geographic inequity in welfare access creates unequal employee experiences that risk undermining Infosys's stated commitment to being a best-in-class employer for all employees, not merely those at flagship campuses.

Work-life balance emerges as the single highest-priority welfare improvement opportunity: simultaneously the lowest-rated dimension and the strongest predictor of retention intention. Targeted investment in flexible working infrastructure, project-based flexibility agreements, and caregiver support for employees in demanding delivery roles offers the highest potential return in welfare-driven retention improvement.

As the global competition for technology talent intensifies, Infosys's ability to continuously evolve its welfare proposition in line with shifting employee expectations will remain a critical determinant of its talent acquisition effectiveness and workforce productivity. The findings and recommendations of this study provide an evidence-based roadmap for welfare programme enhancement that balances investment efficiency with broad workforce impact.

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